

EXCOM-1-79

28 MAR 1979

MEMORANDUM FOR: Executive Committee Members

25X1 FROM : [REDACTED]
Secretary, Executive Committee

25X1 SUBJECT : Minutes of Executive Committee Meeting,
22 March 1979 [REDACTED]

25X1 1. The DCI opened the first meeting of the Executive Committee (the successor to the Executive Advisory Group), stating that the Committee was created to provide a forum to arrive at an Agency point of view on important issues, particularly on policy and long-range planning matters, and to provide top management with the means to staff out problems from an overall Agency perspective. He noted that the Committee is an Agency, not a Community, body. An informal, collegial atmosphere is encouraged, but meetings should not become bull sessions. The Committee may meet in executive session as appropriate. As a general rule, the Committee will meet weekly at a regular time. [REDACTED]

2. The DCI noted that the Committee staff is under Mr. Taylor, but is not associated with his programming and budgeting function. Given different people and different times, the staff could spin off as a separate activity. The role of the staff is to ensure that an Agency perspective is included in the assemblage of comments and recommendations that members bring to the Executive Committee on a given issue and that all pertinent points of view and alternatives are brought forward. When needed, the staff should be a devil's advocate. Finally, the staff is to keep track of items that need follow-up action or review by Committee members. [REDACTED]

3. The DCI said that he is the Chairman of the Executive Committee because he expects it to consider some major decisions for which he must be responsible, but that the DDCI will chair most meetings. He suggested a mode of operation whereby the Committee could prepare a position on an important issue and ask that he attend the following meeting to review its findings—or to resolve a matter in dispute. In response to a question from Mr. McMahon on Committee decisions, the DCI said that he would not expect the Committee to reach a consensus, particularly on difficult issues. The DDCI should make sure that all views are expressed, but he or the DCI will make the decisions. Mr. McMahon said he would anticipate a natural split between the DDA and the Comptroller on the one hand and the DDO,

25X1 DDS&T, and NFAC on the other—the latter may want a service or funds that the former may find difficult to provide. Mr. Taylor said he assumed that there would be issues on the agenda that other members might also find difficult to deal with. []

25X1 4. Regarding Committee membership, the DCI said that he opted for a small forum, rather than broader participation such as that of the morning staff meetings. He noted the inclusion of Mr. Ware, whom he would like to have play an ombudsman role. Mr. Taylor said that the Executive Committee staff now consists of [] but that two people will be added in the next month or so, including [] and two additional people by June. It was noted that the bulk of the substantive work on a Committee issue would be performed by the staff of the member most directly concerned. The Committee's review of the report of the National Academy of Public Administration (NAPA) team on personnel management was cited by the DDCI as an example, with the DDA and his staff being the focal point. The DCI noted that although Mr. Evans will not normally attend, he should be aware of Committee activities and alert the Committee staff to relevant correspondence. Mr. Evans should also suggest topics that might benefit from Committee discussion. Mr. Taylor cautioned against the temptation to put every top-level problem on the Committee calendar. This was one of the lessons learned from the EAG as it operated a few years ago. The Committee needs to focus carefully on a few topics—eight to ten at most. []

5. The members endorsed the draft Committee charter. []

6. The DCI opened the discussion on possible Committee topics. He mentioned three:

a. The NAPA report. The DCI said he thinks the report is important and encouraging and will have to be dissected in detail. It could be significant. The DDCI said he would like to have the Committee members bring their preliminary views on the report to the next meeting. He also wants to hear how the DDA plans to staff out its review of the team's findings.

b. Agency SIGINT plans. The DCI said there are a number of things that Mr. Kelly has going in this area that might be put in the context of a longer range plan. Mr. Dirks agreed that it would be useful for the Committee to hear which way this activity is going.

c. Critical, long-range intelligence problems. Mr. Taylor mentioned the staff's efforts on the two Pilot Collection Programs (i.e., the coordination of collection and analysis activities on Soviet R&D on directed energy weapons and the Soviet strategic ASW program) and said that the solution of a few other intelligence problems of critical, long-term interest might be facilitated by

top-level attention. Mr. Dirks said that looking ahead on these issues is needed because of the resource implications, specifically the long lead time needed in budgeting. The DDCI agreed, noting the concern expressed recently in Congress that our budget does not reflect today's realities. []

7. The DDCI mentioned two topics.

a. Productivity enhancement. He said attention should be given to this topic in light of our limited resources. He noted the work of GAO on productivity indicators, but Mr. McMahon said we should beware of this becoming a numbers exercise.

b. Release of intelligence information to foreigners. The DCI expressed his concern about this also, noting a letter he signed recently to the National Defense Disclosure Committee. He said a general policy is needed. []

8. Mr. Dirks said that the list of topics provided to the Committee by the Comptroller was a good one, that it contained the problems he is concerned about. He noted the relationship between three of them: long-term intelligence problems, manpower allocation, and managing the problem of doing more with less—they are pieces of the same problem. The DDCI asked the members to review the Comptroller's list and rank the topics so that the Committee can compare interests and come to some conclusions. []

9. Mr. Wortman mentioned the DCI's memo to him asking for his thoughts on (a) getting help from Agency annuitants and (b) improving the recruiting situation, particularly on campuses. There was considerable discussion on the first topic, including ideas related not only to annuitants, but also to other sources of support in the private sector. Among them: a "CIA League," similar to the Navy League; DCI contact with annuitants who come to the annual meeting of the credit union; informal contacts with sympathetic people on the outside; and inviting the membership of the Central Intelligence Retirees Association to Headquarters for a session with the DCI. Mr. Wortman noted the growing importance of such groups in American life. Mr. McMahon said the legal aspects of such activities need to be studied. Mr. Wortman said he should be ready to discuss these ideas with the Committee in a few weeks. []

10. Both the DCI and the DDCI mentioned the importance of organizing Committee sessions and cited another high-level committee as an example we should avoid. The need for getting preparatory paperwork to members in time for their review was emphasized. Where possible, the issue to be discussed should be reduced to a clearly stated yes-no decision. []

11. After some discussion, the DDCI decided to try out the practice of scheduling Committee meetings regularly on Wednesdays at 3:30. The Committee endorsed the draft procedures paper. []

12. The DCI asked Mr. Taylor to draft an item on the Executive Committee for the next "Notes from the Director."

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Secretary, Executive Committee

22 MAR 1979

79-1093

MEMORANDUM FOR: Executive Committee Members

STAT FROM :
Secretary, Executive Committee

SUBJECT : Follow up on 22 March 1979 Meeting of the
Executive Committee

Fitzwater

1. The following action items came out of the Executive Committee meeting on 22 March. Minutes of that meeting are attached.

a. All members: Review the NAPA report and give preliminary views on it at the next Committee meeting (2 April).

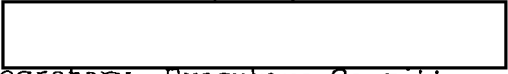
→ b. DDA: Present a plan and schedule at the 2 April meeting for staffing out the NAPA report. Recommended Executive Committee review point(s) should be included. Please forward a short summary of the plan to the Secretary as soon as possible for distribution to Committee members.

→ c. All members: Rank the suggested Executive Committee topics from the list in the Comptroller's memo of 30 January, adding topics to the list if you wish. Please select the eight or so topics you want the Committee to consider, dividing your choices about evenly into two groups: those of greatest importance and suitability for Committee action and those of somewhat lesser importance and suitability. (Ranking within groups is not necessary.) Please send your topic selections to the Secretary by Tuesday, 3 April.

→ d. DDA: Present recommendations on the proposed performance appraisal system to the Executive Committee at the 2 April meeting, taking into account the comments received on your proposal. Please forward a short summary of your recommendations to the Secretary by noon, Thursday, 29 March for distribution to Committee members. (Comments from Agency components were to be sent to the Secretary and forwarded to the D/Personnel by Tuesday, 27 March.)

2. The Headquarters Notice on the Executive Committee will be published shortly. The paper on Executive Committee procedures is attached. Please circulate it to the appropriate members of your staff. In this regard, if you have someone acting as your focal point for Executive Committee administrative matters, please put them in touch with me.

3. The next meeting of the Executive Committee will be on Monday, 2 April, at 3:00 in the DCI's Conference Room. Decision items: the performance appraisal system and the DDA plan for staffing the NAPA report. Discussion item: preliminary views on the NAPA report. In addition, the final Committee session on ADP applications is scheduled for 5 April at 3:00 in the DCI's Conference Room. Thereafter, meetings will be scheduled regularly as agreed: Wednesdays, 3:30 - 5:00. Tentatively, the 11 April meeting agenda will include a decision on future Executive Committee topics and a briefing on and discussion of the proposed Agency information handling study. Pending items for future meetings: relationships with Agency annuitants and personnel recruiting.

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Secretary, Executive Committee

Attachment:
As Stated